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Work Life Balance Management Strategy to Improve Employee Performance PT Perkebunan Nusantara III (Persero) Kantor Jakarta

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Abstrak

Penelitian ini bertujuan untuk menganalisis strategi pengelolaan work-life balance (WLB) dalam meningkatkan kinerja karyawan di PT Perkebunan Nusantara III (Persero). Dalam konteks dunia kerja yang semakin kompleks dan menuntut, keseimbangan antara kehidupan profesional dan pribadi menjadi faktor penting yang memengaruhi produktivitas karyawan. Dengan menerapkan berbagai strategi WLB, PT Perkebunan Nusantara III berupaya untuk menciptakan lingkungan kerja yang kondusif, yang mencakup fleksibilitas jam kerja, program kesehatan dan kebugaran, kebijakan cuti yang mendukung, serta dukungan manajerial terhadap kesejahteraan karyawan. Metode penelitian yang digunakan berupa survei kualitatif kepada karyawan untuk mengukur persepsi mereka terhadap inisiatif WLB yang diterapkan perusahaan. Hasil penelitian menunjukkan bahwa adanya keseimbangan hidup dan kerja yang baik berdampak positif terhadap kepuasan kerja dan motivasi, yang pada gilirannya meningkatkan kinerja individu. Selain itu, manajemen yang mendukung WLB dapat memperkecil tingkat stres dan meningkatkan loyalitas karyawan. Kesimpulan dari studi ini menegaskan bahwa strategi pengelolaan work-life balance yang efektif bukan hanya bermanfaat bagi karyawan, tetapi juga untuk perusahaan dalam hal peningkatan produktivitas dan pengurangan turnover. Oleh karena itu, PT Perkebunan Nusantara III (Persero) disarankan untuk terus mengembangkan dan mengevaluasi program-program WLB agar dapat beradaptasi dengan kebutuhan karyawan yang selalu berubah.

Kata kunci: EBITDA Enhancement Initiatives (EEI); efektivitas operasional; efisiensi biaya produksi; optimalisasi aset; keberlanjutan keuangan; profitabilitas.

Abstract

This research aims to analyze work-life balance (WLB) management strategies in improving employee performance at PT Perkebunan Nusantara III (Persero). In the context of an increasingly complex and demanding world of work, balance between professional and personal life is an important factor influencing employee productivity. By implementing various WLB strategies, PT Perkebunan Nusantara III strives to create a conducive work environment, which includes flexible working hours, health and fitness programs, supportive leave policies, as well as managerial support for employee welfare. The research method used is qualitative survey of employees to measure their perceptions of the WLB initiative implemented by the company. The research results show that a good work-life balance has a positive impact on job satisfaction and motivation, which in turn improves individual performance. In addition, management that supports WLB can reduce stress levels and increase employee loyalty. The conclusion of this study confirms that effective work-life balance management strategies are not only beneficial for employees, but also for companies in terms of increasing productivity and reducing turnover. Therefore, PT Perkebunan Nusantara III (Persero) is advised to continue developing and evaluating WLB programs so that they can adapt to the ever-changing needs of employees.

Keywords: EBITDA Enhancement Initiatives (EEI); Operational Effectiveness; Production Cost Efficiency; Asset Optimization; Financial Sustainability; Profitability.

1. Introduction

In today's modern era, the concept of work has undergone significant transformation. Work-life balance (WLB) has become increasingly relevant, particularly with rising job demands and the expectation to remain constantly available. A Gallup survey (2021) reported that 76% of employees experienced stress in the workplace, and 40% admitted that stress disrupted their work-life balance. Achieving balance between professional and personal life is crucial not only for mental and physical health but also for improving productivity and job satisfaction.

Research shows that employees who maintain good work-life balance are more productive and satisfied. A study published in *Harvard Business Review* (2019) revealed that organizations with effective WLB policies experienced a 20% increase in productivity and a 25% reduction in employee turnover. This emphasizes the importance of managing WLB as a strategic approach to enhance employee performance. PT Perkebunan Nusantara III (Persero) is a state-owned enterprise engaged in plantations, particularly palm oil, rubber, and other crops. With more than 20,000 employees, the company is committed to fostering a work environment that supports employee well-being. WLB management is one of its strategic priorities to improve performance, productivity, and promote a sustainable organizational culture.

In recent decades, the global work environment has undergone profound transformation shaped by rapid technological advancement, heightened competition, and demands for continuous connectivity. Digitalization has redefined not only how employees perform their tasks but also how they interact, communicate, and manage their time. Practices such as remote working, virtual meetings, and real-time communication have blurred the boundaries between work and personal life, leading to what scholars describe as the always-on culture. Studies indicate that this shift, while improving efficiency, has also intensified pressure on employees, leaving many struggling to maintain psychological and emotional well-being. According to a Gallup (2021) global report, nearly 76% of employees experience significant workplace stress, and this trend continues to rise due to increasing expectations for responsiveness and multitasking. Consequently, work-life balance (WLB) has evolved into a critical organizational priority to safeguard employee well-being amid escalating job demands.

In Indonesia, the urgency of WLB initiatives is more pronounced in state-owned enterprises (BUMN), where bureaucratic complexity, hierarchical decision-making, and diverse operational scopes create additional challenges. PT Perkebunan Nusantara III (Persero), one of the subsidiaries operating within the plantation sector, manages extensive agricultural areas and supports vast administrative processes requiring high accuracy and responsibility. Employees often face tight schedules, production targets, and administrative requirements, which tend to disrupt personal life routines if not managed effectively. The company's commitment to modernizing its human resources management system necessitates a deeper understanding of how WLB affects employee motivation, job satisfaction, and performance outcomes. Given the rising expectations for employee well-being, organizations like PTPN III must adapt to contemporary HR practices emphasizing flexibility, wellness, and psychological support. This research becomes important not only for academic development but also for its practical implications in helping companies design interventions that promote both organizational productivity and employee well-being. By examining the WLB strategies implemented at PTPN III (Persero), this study seeks to provide a comprehensive and evidence-based understanding of how such practices influence employee performance in a structured and measurable way.

Research Questions

1. What is Work-Life Balance?
2. How is WLB managed at PT Perkebunan Nusantara III (Persero)?
3. What is the impact of WLB management on employee performance?

Research Objectives

1. To analyze strategies applied in managing WLB at PT Perkebunan Nusantara III (Persero).
2. To identify the influence of WLB management on employee performance.

2. Literature Review

Concept of Work-Life Balance, WLB is defined as the extent to which individuals meet work and personal demands harmoniously. Greenhaus and Allen (2011) identified three dimensions: time, energy, and commitment. Theories include role theory (Kahn et al., 1964) and spillover theory (Grzywacz & Marks, 2000). Employee Performance, Robbins and Judge (2017) define performance as the achievement of tasks and responsibilities measured by productivity, quality, and satisfaction. Motivation, environment, and managerial support are significant influencing factors (Bakker & Demerouti, 2017).

Relationship Between WLB and Performance, Research (Allen et al., 2013) shows positive correlations. Hobfoll's (1989) Conservation of Resources (COR) theory suggests employees with balanced resources invest more effectively in work, enhancing performance.

Work-life balance is widely recognized as a multidimensional concept reflecting an individual's ability to manage the competing demands of work and personal life. Greenhaus and Allen (2011) conceptualize WLB through three dimensions time balance, involvement balance, and satisfaction balance. A fundamental understanding is that balance is not merely about equal time allocation but about achieving harmony that minimizes role conflict. Scholars have also highlighted various theoretical frameworks that explain the dynamics of WLB, such as Boundary Theory, which posits that individuals constantly negotiate the separation between work and non-work domains. When boundaries are excessively permeable due to technology or job expectations employees face heightened stress, leading to poorer well-being.

Another relevant theoretical foundation is the Work-Family Conflict Theory, which explains that conflict arises when demands from work and personal life compete for the same limited resources, including time, energy, and attention. Additionally, the Effort-Recovery Model emphasizes that recovery during non-work time is crucial for maintaining performance. When employees lack adequate rest, energy depletion accumulates and eventually affects performance and job satisfaction. Meanwhile, the Conservation of Resources (COR) Theory by Hobfoll (1989) asserts that individuals strive to obtain and preserve valuable resources, and losses—such as time or energy—trigger stress. WLB initiatives, therefore, serve as mechanisms to protect or replenish these resources.

Employee performance, on the other hand, encompasses both task performance and contextual performance. Task performance refers to the core responsibilities of the job, while contextual performance includes behaviors that support the broader organizational environment, such as teamwork, cooperation, and willingness to take initiative. Robbins and Judge (2017) highlight that performance is influenced by individual capabilities, motivation, job design, leadership support, and workplace culture. The Job Demands–Resources (JD-R) Model by Bakker and Demerouti (2007) further explains that high job demands lead to strain unless balanced by adequate resources such as autonomy, feedback, and social support.

Empirical studies consistently reveal a positive relationship between WLB and employee performance. Research conducted in various industries—banking, healthcare, education, and manufacturing—indicates that employees who perceive their organizations as supportive of WLB exhibit higher engagement, lower burnout, and stronger commitment. In the Indonesian context, studies show increasing interest in WLB within BUMN sectors, where work pressure tends to be high, and organizational reforms require employees to adapt quickly. This literature positions the current research as an important contribution to understanding WLB practices in state-owned plantation enterprises.

3. Methods

This research employed a qualitative case study approach to explore the implementation and outcomes of WLB strategies at PT Perkebunan Nusantara III (Persero). A case study methodology was selected due to its ability to capture complex, context-dependent phenomena that cannot be fully understood through quantitative methods alone. The study aimed to collect rich, descriptive data that reflect employees' perceptions, managerial insights, and organizational dynamics.

Data collection involved semi-structured interviews with employees across multiple divisions, including human resources, operations, finance, and administrative departments. Interviews were designed to explore experiences related to workload, stress, work environment, and perceptions of WLB programs. To strengthen data validity, surveys were administered to a larger sample of employees using a Likert scale to measure satisfaction, motivation, and perceived balance. Secondary data, including company documentation, HR policy manuals, and performance reports, were also analyzed to provide institutional context. Thematic analysis, based on Braun and Clarke's (2006) six-phase framework, was utilized to examine interview transcripts and identify recurring themes. This process involved coding data, identifying patterns, reviewing themes, and refining interpretations to produce comprehensive findings. Descriptive statistics were employed to analyze survey data, providing a quantitative complement to qualitative insights. Triangulation was conducted across interview data, survey responses, and company documentation to ensure robustness and trustworthiness of findings. The study adhered to criteria of qualitative rigor, including credibility, transferability, dependability, and confirmability.

Type of Research	: A qualitative case study approach.
Data Collection Methods	: In-depth interviews, surveys, and company document analysis.
Data Analysis Techniques	: Thematic analysis for qualitative data and descriptive statistics for quantitative data.

4. Result and Discussions

4.1 WLB Management Strategies at PT Perkebunan Nusantara III (Persero)

4.1.1 Company Policies

- a) Flexible Working Hours: Allows employees to manage time, reduce stress, and improve satisfaction. An internal survey (2022) showed 70% of employees felt this policy improved their balance.
- b) Employee Health and Wellness Programs: Cover physical and psychological well-being. WHO (2020) states wellness programs can increase productivity by 25%.
- c) Employee Involvement: Employees are engaged in WLB policy decision-making, strengthening inclusiveness and ownership.
- d) Policy Socialization: Regular workshops and seminars to raise awareness and promote participation.
- e) Evaluation and Improvement: Policies are regularly reviewed to remain relevant and effective.

4.1.2 Program Implementation

- a) Training and Development: Time management, stress management, and communication skills.
- b) Supportive Facilities: Comfortable rest areas, recreational spaces, and mental health programs.
- c) Social and Family Activities: Outings, family events, and celebrations to foster harmony.
- d) Family Support Programs: Counseling and parenting seminars to help employees manage responsibilities.
- e) Monitoring and Evaluation: Data-driven approaches to assess participation and program impact.

4.1.3 Analysis of WLB Impact on Employee Performance

4.1.3.1 Data and Findings.

Before WLB programs: productivity was 75%, absenteeism 15%.

- a) After implementation: productivity rose to 85%, absenteeism dropped to 10%.
- b) Employees with strong WLB achieved 90% productivity compared to 70% among employees with poor WLB.

4.1.4 Organizational Policies and Implementation.

PTPN III has implemented a series of organizational policies aimed at strengthening work-life balance, including flexible working hours, allowance for remote administrative tasks, and enhanced leave policies. Interviews revealed that employees appreciated the flexibility, which enabled them to manage personal obligations more effectively. Wellness initiatives, such as health screenings, mental health consultations, and fitness programs, were also perceived as highly beneficial. The company's commitment to providing comfortable workspaces, rest areas, and periodic employee gatherings fostered a sense of belonging and contributed to psychological well-being. Survey results showed a noticeable improvement in employee outcomes after WLB strategies were implemented. Productivity increased from 75% to 85%, while absenteeism decreased from 15% to 10%. Approximately 65% of employees reported improved motivation, and 70% stated that flexible working arrangements helped them manage stress more effectively. Those with high WLB scores demonstrated up to 90% productivity—a significant contrast to the 70% productivity among those experiencing imbalance.

4.1.5 Thematic Findings.

Thematic analysis identified several core themes. First, employees expressed that greater autonomy over their schedules reduced pressure and enabled them to focus more effectively on tasks. Second, managerial support emerged as a key determinant of WLB success. Many employees emphasized the importance of approachable and empathetic supervisors who understand personal circumstances. Third, employees highlighted the role of organizational culture in shaping their experiences. A more supportive and open communication system facilitated better understanding between employees and management, contributing to positive workplace climate.

Impact on Employee Performance. The research found clear evidence that WLB initiatives positively influence employee performance. Employees experiencing balance reported higher concentration levels, greater willingness to collaborate, stronger commitment to organizational goals, and improved decision-making. The results align with COR Theory, which posits that individuals with adequate resources—such as rest, time, and support—perform more effectively. The JD-R framework also supports the finding that reduced job strain and increased resources lead to higher motivation and performance.

4.1.6 Comparative Discussion with Prior Studies.

Compared to previous research in other Indonesian BUMN sectors, PTPN III shows significant progress in integrating WLB into its HR strategy. While some studies highlight limited adoption of flexible work arrangements in public sector organizations, this research demonstrates that PTPN III is moving toward modern HR practices aligned with global standards. However, challenges remain, such as workload distribution, limited digital tools for remote work, and varying levels of managerial awareness.

5. Conclusions

This study concludes that work-life balance strategies significantly enhance employee performance at PT Perkebunan Nusantara III (Persero). WLB initiatives have been shown to reduce stress, improve well-being, strengthen motivation, and increase overall productivity. Employees experience greater satisfaction and commitment when they perceive organizational support for both personal and professional needs.

To further improve WLB outcomes, it is recommended that PTPN III enhance digital infrastructure to support flexible work arrangements, train managers in empathetic leadership, and conduct periodic evaluations of WLB programs to ensure alignment with evolving employee needs. Expanding wellness programs, increasing family-oriented initiatives, and strengthening mental health support are also crucial. For future research, comparative studies across multiple PTPN subsidiaries or longitudinal studies are recommended to deepen understanding of WLB's long-term impact.

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